



# THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

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**MAIN EXAMINATION**

**JANUARY – APRIL 2019 TRIMESTER**

**FACULTY OF ARTS AND SOCIAL SCIENCES**

**DEPARTMENT OF DEVELOPMENT STUDIES**

**REGULAR PROGRAMME**

**MPM 516: STRATEGIC MANAGEMENT**

**Date: APRIL 2019**

**Duration: 3 Hours**

**INSTRUCTIONS: Answer ANY FOUR Questions**

- Q1. PQR is a company that deals in leather products in Kenya. In the last three years, the company has been posting diminishing revenues. One of the directors was quoted saying, "We need a strategic plan. We must formulate a solid strategic plan and growth of revenues will be guaranteed". Critique this comment  
(15 marks)
- Q2. Discuss the significance of customer and competitor analyses as perspectives of external analysis  
(15 marks)
- Q3. Explore and advise the Postal Corporation of Kenya on various strategic options that they can adopt to compete effectively in the communications sector  
(15Marks)
- Q4. Discuss the Boston Consulting Group (BCG) Matrix as a strategic management tool for business portfolio analysis. How does the BCG Matrix help in selection of a strategy?  
(15 marks)
- Q5. You are the strategy consultant for PeakBus Ltd the official operator of BRT commuter buses in Nairobi's Central Business district in the Government's program of decongesting the city. Propose the vision, mission, core values and five strategic objectives of PeakBus Ltd with a brief explanation for each  
(15Marks)

Q6. Explain the various levels of strategies clearly distinguishing each level from the others (15 marks)

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